Making Change Happen at the Practice Level

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Part 7

Self-management Support

- Emphasize the patient's central role
- Use effective self-management support strategies that include assessment, goal-setting, action planning, problem-solving and follow-up
- Organize resources to provide support

Delivery System Design

- Define roles and distribute tasks among team members
- Use planned interactions to support evidence-based care
- Provide clinical case management services
- Ensure regular follow-up
- Give care that patients understand and that fits their culture

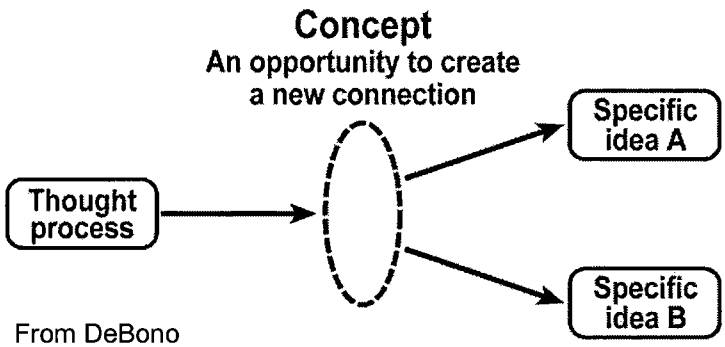
Decision Support

- Embed evidence-based guidelines into daily clinical practice
- Integrate specialist expertise and primary care
- Use proven provider education methods
- Share guidelines and information with patients

Clinical Information System

- Provide reminders for providers and patients
- Identify relevant patient subpopulations for proactive care
- Facilitate individual patient care planning
- Share information with providers and patients
- Monitor performance of team and system

Change Concept: *A general notion or approach to change that has been found to be useful in developing specific ideas for changes that lead to improvement*



From DeBono

Concepts to Ideas

Conceptual, Vague, Strategic

Specific actionable steps

- Improve
- Redesign care system
- Empower and prepare patients (SMS)
- Use effective SMS strategies
- ASSIST patients with problem-solving
- Have nurse meet with patients after MD visit to address barriers

Adapting Content for a Change Process

- Development of a change package
- Principles are what are important
- Have materials for different types of learners

Using the Change Package
Self-management Component of Care Model

Strategy	Change Concept	Key Change	Testable Idea
Empower patients to manage their health	Emphasize the patient's central role in managing their health	Describe the patient's role in managing their health at each encounter	At a health maintenance exam, state, "Your health is in your hands. We would like to help you achieve the best health possible."
		Determine roles of the team to carry out self-management tasks in each of the 5 As: Assess, Advise, Agree, Assist, Arrange	Attend a workshop or read about the 5A model Try different staff members for different steps of the model

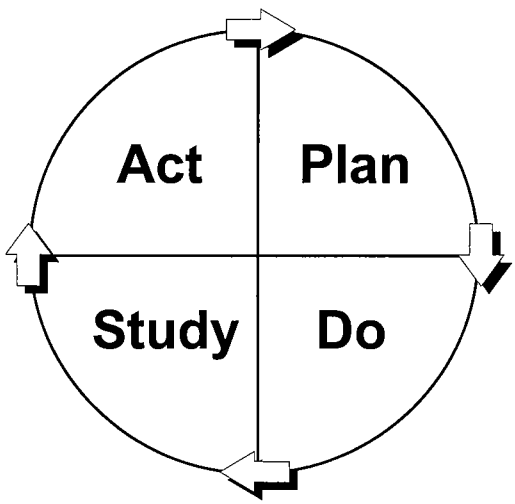
Achieving System Change

With assistance from the Institute for Healthcare Improvement and Associates in Process Improvement

Three Fundamental Questions for Improvement

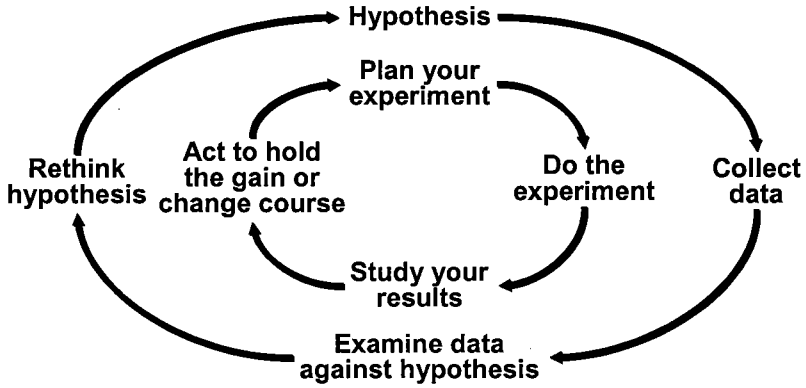
- What are we trying to accomplish?
- How will we know that a change is an improvement?
- What changes can we make that will result in an improvement?

The PDSA Cycle



Why PDSA looks familiar:

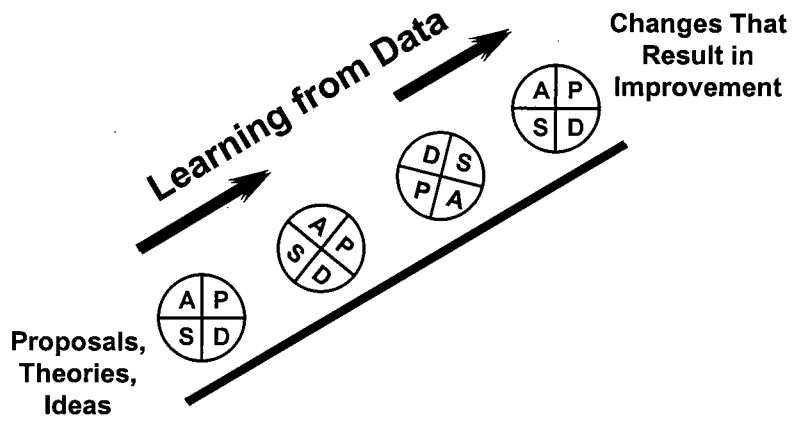
Outside: Scientific Method
Inside: Shewhart's Plan-Do-Study-Act Cycle



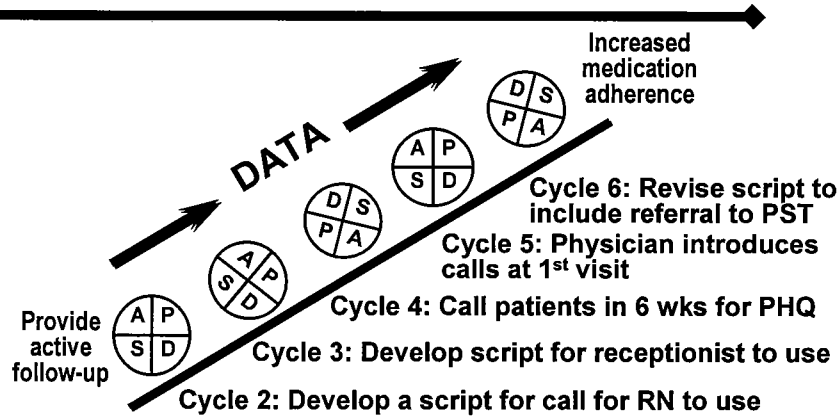
Use the PDSA Cycle for :

- Answering first two questions
- Developing a change
- Testing a change
- Implementing a change
- Spreading a change

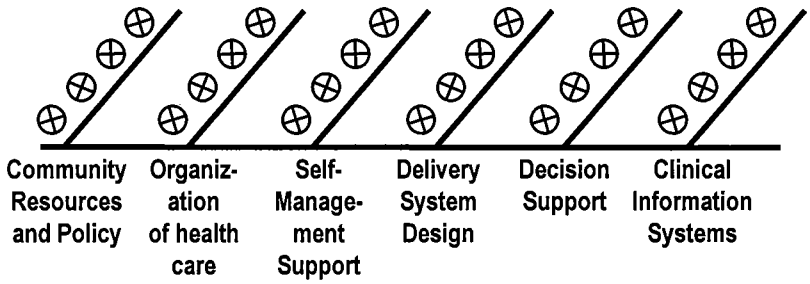
Repeated Use of the PDSA Cycle



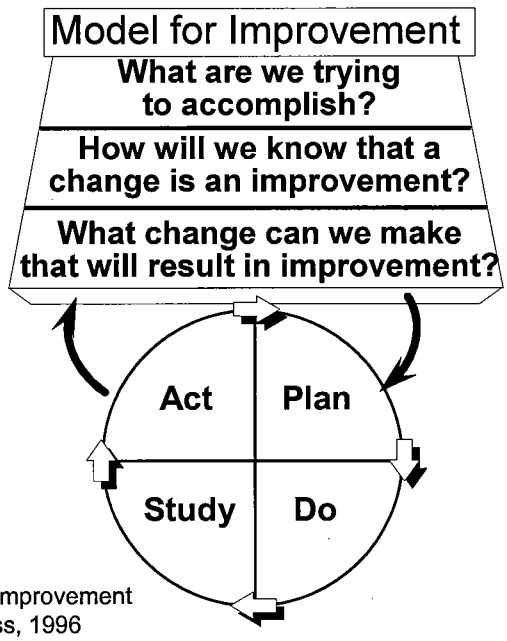
Aim: Improve Outcomes for Patients With Depression



Overall Aim: Implement the CCM for a Specific Chronic Population

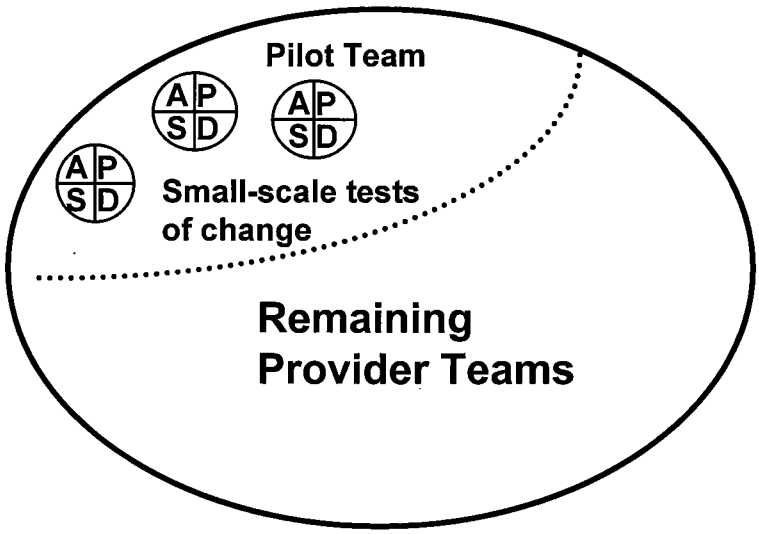


Develop Strategies for Each Component of the CCM



Langley et al, "The Improvement Guide" Jossey-Bass, 1996

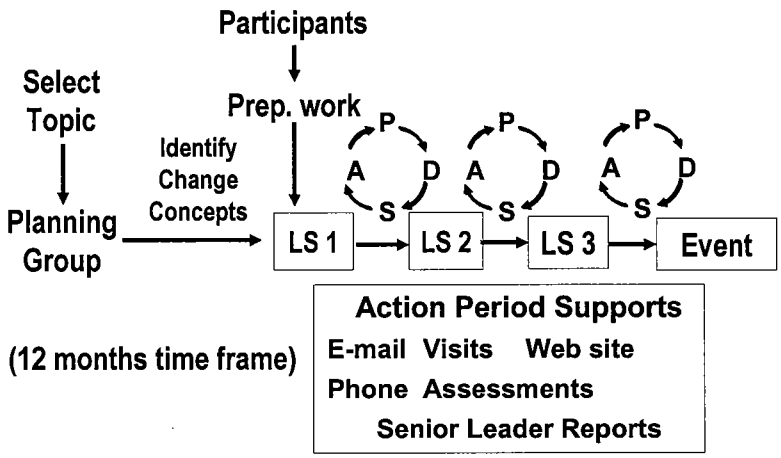
Target Population for Spread



Collaborative Learning

With the assistance of the Institute for Healthcare Improvement and Associates for Process Improvement

The Collaborative Learning Model



Topics Appropriate for a Collaborative

- There is good evidence on what to do
- There is a gap between what we know and what we do
- The issue is important
- There is an organization that has closed the gap

Collaborative Learning

- LS #1: Learn the change concepts for chronic illness care, learn the improvement method, focus on testing.
- AP #1: Test changes, learn to use measurement, look to experts for advice.

Collaborative Learning, part 2

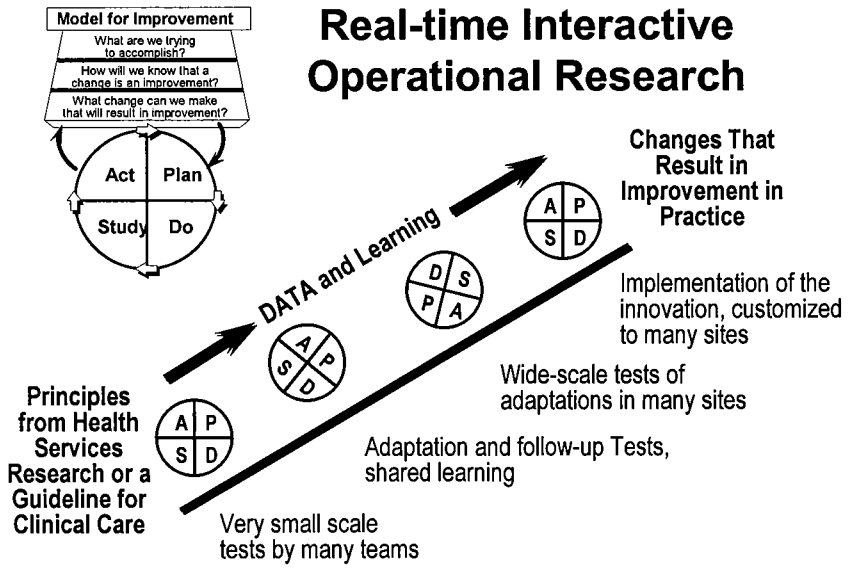
- LS #2: Hear more detail about the change concepts. Learn about implementation. Introduction to spread, making the case for the innovation.
- AP #2: Implementing the changes, some spread of successful changes. Learn to use each other for information.

Collaborative Learning, part 3

- LS #3: Customization of change concepts, planning for spread, becoming experts, new ideas from colleagues.
- AP #3: Continued testing and implementation at pilot site, successful changes tested in spread sites.

Collaborative Learning, part 4

- Final Event: Celebration, plan next steps, spreading successes.
- Post-event: Keeping connected with each other, ongoing use of principles and methods, continued spread.



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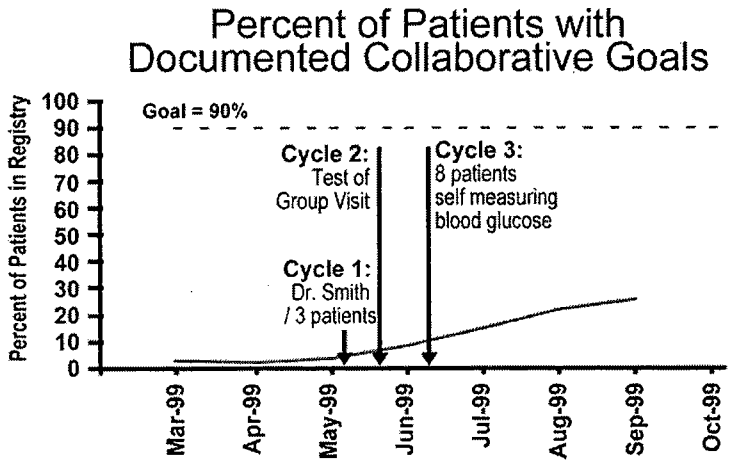
Minimum Standard for Monthly Reporting in the Collaborative: Annotated Time Series



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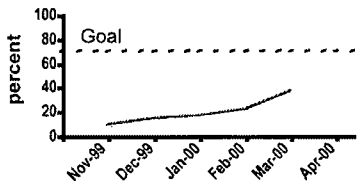
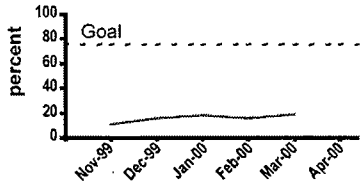
Family of Measures for Depression Population

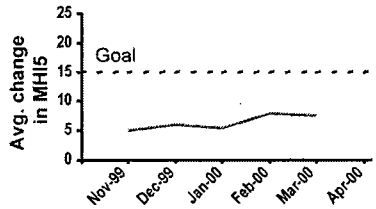
Percent of Patients with Structured Diagnostic Assessment in Record



Percent of Patients with Follow-up Structured Assessment at 4-8 Weeks



Average Change in MHI5 for Patients Treated After 12 weeks



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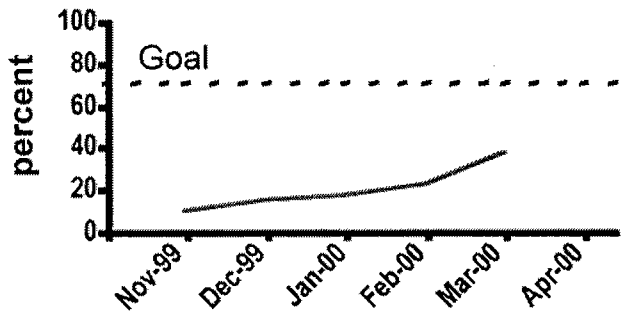

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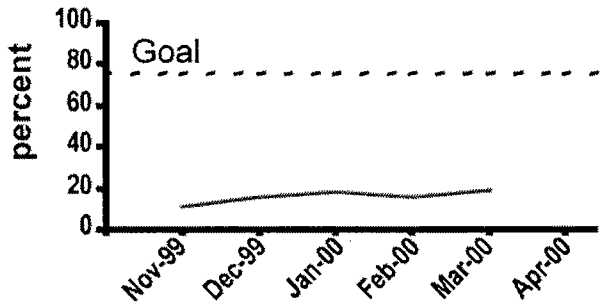

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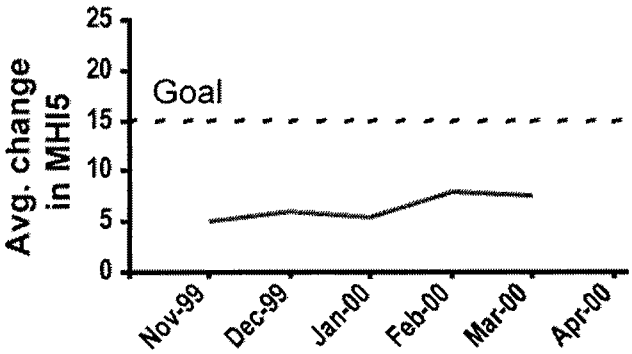
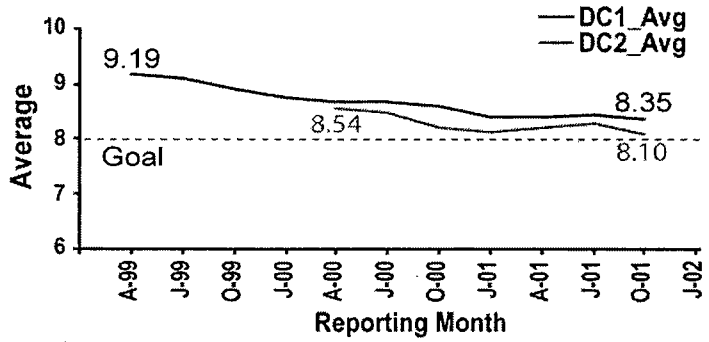
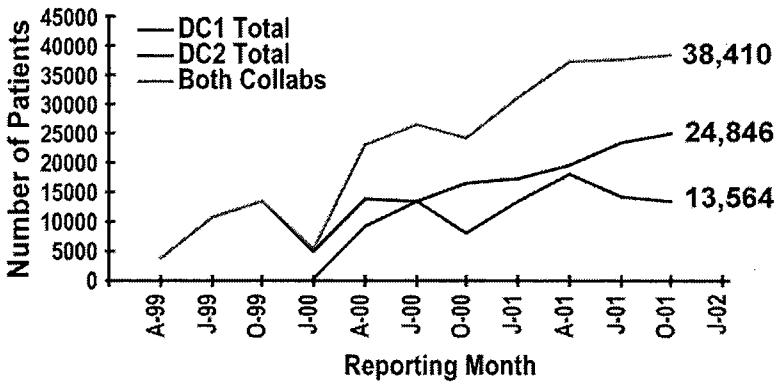


Phase 2 Diabetes I and II - Average HbA1c's



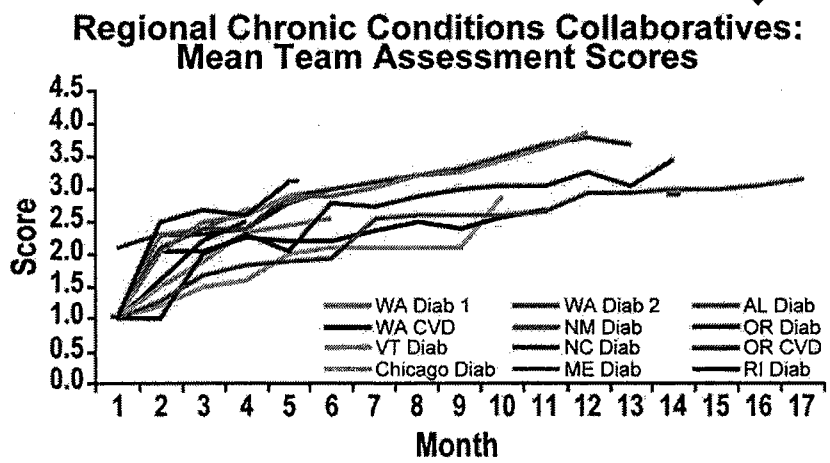
Phase 2 Diabetes I and II - Total Registry Size



Collaborative results

1. Forming a team
2. Testing changes to system
3. Improvements in processes
4. Improvements in outcomes
5. Sustainable changes spreading throughout system

Collaborative results



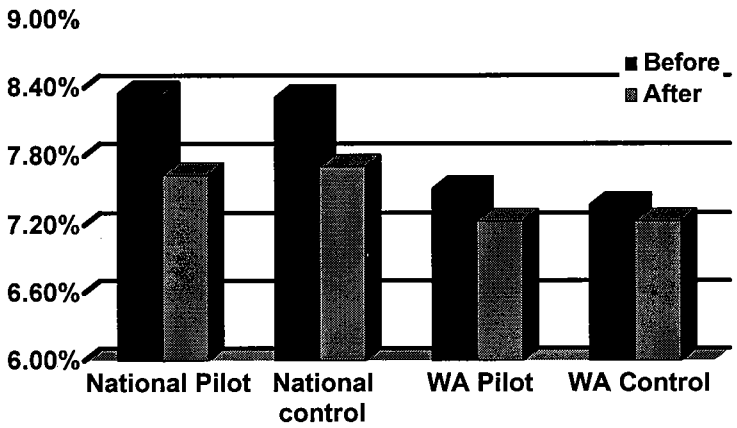
RAND Findings

- Organizations made average of 48 changes in 5.8/6 CCM areas
- "Depth" of changes averaged 49 (0-100)
- IT received most attention, community linkages the least
- CHF pilot patients more knowledgeable and more often on recommended therapy, but health outcomes no different than controls

RAND Findings

- Asthma and diabetes pilot patients more likely to receive appropriate therapy
- Asthma pilot patients had better QOL
- Diabetes pilot and control patients had significantly better glycemic control (pilot>control); control improvement related to spread

RAND Findings – Average HbA1c Levels

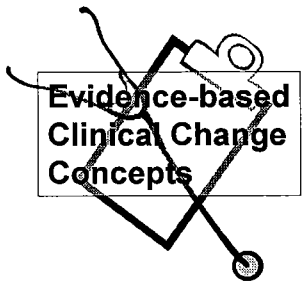


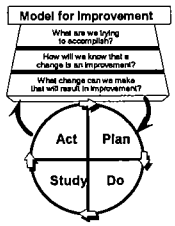
The most common missing element…

An example to draw expertise from

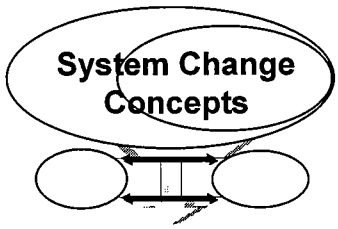
- Need a "skunkworks" project or design effort
- Can be done in one place with a willing team or with a small group and develop the change package and measurement strategy

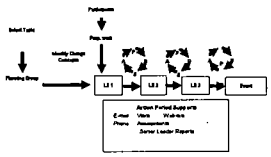
A Recipe for Improving Outcomes





System change strategy





Learning Model